
PERFORMANCE MEASURES
KEY RESULTS AND MEASURES
ANNUAL REPORT

September, 2017



**MINNESOTA
JUDICIAL
BRANCH**

Prepared by State Court Administrator's Office
Court Services Division, Research & Evaluation

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EXECUTIVE SUMMARY

It is the policy of the Minnesota Judicial Branch to establish core performance goals and to monitor key results that measure progress toward meeting these goals in order to ensure accountability of the branch, improve overall operations of the court, and enhance the public's trust and confidence in the judiciary.

The six core judicial branch goals are:

Access to Justice

Timeliness

Integrity and Accountability

Excellence

Fairness and Equity

Quality Court Workplace Environment

This is the ninth annual report that contains results for the Core Judicial Branch Goals - Key Results and Measures. This report contains current data along with trends, as available.

The contents of this report are organized into four sections –

1. Executive Summary;
2. Using Performance Measures for Administration;
3. Review of Key Results and Measures; and
4. Data Details (Appendix).

The executive summary discusses results that are positive, followed by possible areas of concern. A brief summary of how performance measures are being used by court administration follows the executive summary. The results in this report present a barometer of the work of the Branch – an overall picture of how the courts are doing at this point in time and over the last several years.

Definitions of terms and more details of the data are included in the appendix, which begins on page 42.

POSITIVE PERFORMANCE MEASURE RESULTS BY GOAL

Timeliness

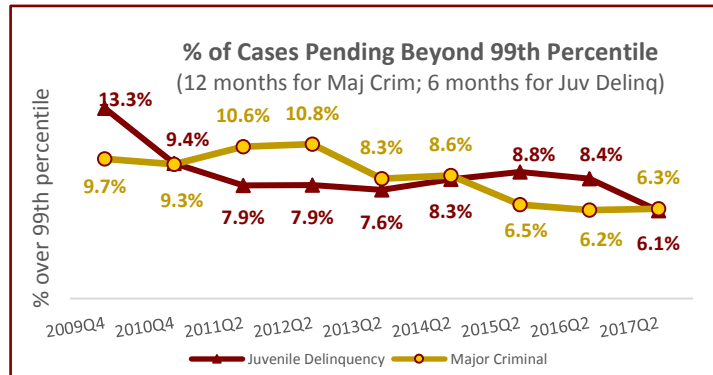
This goal area has several measures to determine if courts are handling cases in a timely manner – Clearance Rates, Time to Disposition, Age of Pending Cases, Length of Time to Permanency, Time to Adoption, and Court of Appeals and Supreme Court cases within Time Standards.

- ◆ Clearance Rates improved in fiscal year 2017 compared to fiscal year 2016 in six of seven case categories – Major Criminal, Major Civil, Probate/Mental Health, Family, Juvenile (Delinquency and CHIPS/Permanency), Minor Criminal
- ◆ All Court of Appeals cases met the timing objective of disposing of 75% of cases within 290 days of filing and 90% of cases within 365 days of filing. Overall, 75% of cases disposed in FY2017 met the 290 day objective and 95% of cases disposed in that year met the 365 day objective.

WCL Case Category	99 th Percentile Objective (Months)	FY17 % Cases Disposed at 99 th Percentile
Major Civil	24	99.1%
Dissolutions	24	99.5%
Domestic Abuse	4	99.4%

- ◆ Statewide Time to Disposition results in FY2017 exceed the timing objectives for Major Civil, Dissolutions (with and without child) and Domestic Abuse cases.

- ◆ While not quite meeting the timing objectives, the percent of Major Criminal and Juvenile Delinquency cases pending beyond the 99th percentile are both at 6% as of July 27, 2017. This is the lowest (lower is ‘better’) result for either case type since the end of 2009 when this information was first maintained for reporting trends.



- ◆ Six districts achieved having over 90% of children reach permanency by 18 months (goal = 99%). Four districts had more than 60% of children reach adoption in FY2017 within 24 months of removal from the home (goal = 60%).

Integrity and Accountability

The goal in this area is to ensure that the electronic record system is accurate, complete and timely.

- ◆ The Document Security Monitoring Workgroup developed the Statewide Document Security Monitoring Plan which will replace the requirement for individual county monitoring plans with the goal of achieving greater consistency in how document security is monitored. The statewide plan helps ensure that court staff routinely monitor their success and document their overall performance to ensure that any broader training needs and performance issues can be effectively addressed.

Fairness and Equity

Measures for this goal area include juror representativeness and statements from the Access and Fairness survey. The next District Court Access & Fairness Survey will be conducted in FY 2018.

Race	2010 ACS*	FY17 Jurors
White	89.6%	88.9%
Black	3.4%	3.2%
Asian/Pac Island	2.3%	3.0%
Hispanic	2.1%	2.1%
American Indian	1.0%	.9%
Other & 2+ Races	1.7%	1.9%
Total Statewide		45,827

*American Comm. Survey: Ages 18-70, citizens, not institutionalized, speak English at home or 'well' or 'very well'

- ◆ Almost all of the over 45,000 jurors who reported for service in FY 2017, returned the questionnaire, and completed race information are similar racially, ethnically and by gender compared to the population of the communities in Minnesota.

Quality Court Workplace Environment

The goal in this area is to ensure that judicial officers, court personnel and jurors are qualified to perform their duties and have the materials, motivation, direction, sense of mission, and commitment to do quality work. The measures for this goal include Separation Rates and results of the Quality Court Workplace (QCW) Survey.

- ◆ Over 1,900 employees and 199 judges/justices participated in their respective QCW surveys from September 14-30, 2016. Several statements in the 2016 Quality Court Workplace survey had high levels of agreement (% who agree/strongly agree) for both employees and judges/justices.

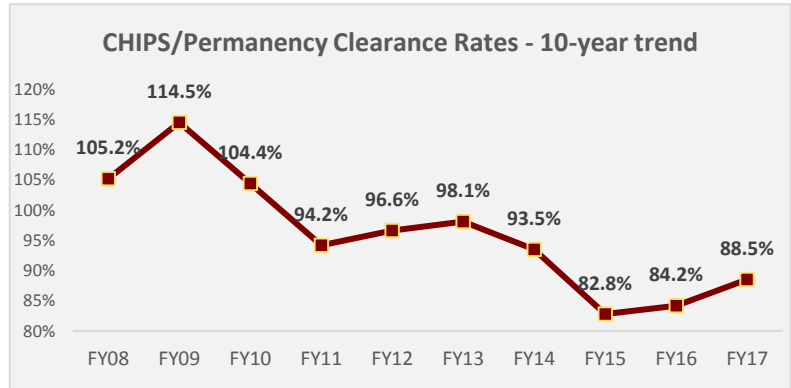
QCW Survey Statement	Percent who agree/strongly agree	
	Employees	Judges/Justices
I understand how my job contributes to the overall mission of the Minnesota Judicial Branch.	93%	95%
The people I work with/my judicial colleagues can be relied upon when I need help.	88%	94%
I am proud that I work in my court/SCAO/board.	90%	96%

POSSIBLE AREAS OF CONCERN

The measures in this section show possible areas of concern, but do not necessarily reflect poor performance.

Timeliness

- ◆ Statewide, four case groups met the objective of having a 100% Clearance Rate or higher. (100% means as many cases were disposed in a year as were newly filed.) However, CHIPS and Permanency Clearance Rates have been below this goal since Fiscal Year 2011.



- ◆ There is a 'backlog' of CHIPS/Permanency cases/children building shown by an increase of 106% in the number of children with a case pending from FY13 to FY17. Likely contributing to this 'backlog' is a 55% increase in filings from FY13-FY17 and Clearance Rates that have been below 90% in the past three years.

% of children reaching permanency by 18 months (goal is 99%)	
FY17	86%
FY16	87%
FY15	90%
FY14	93%
FY13	92%

- ◆ The goal of having 99% of children reach permanency by 18 months was not met in FY 2017. At 86%, this result is the lowest it has been over the past five fiscal years.

- ◆ In FY2017, 8% of Major Criminal cases and 6% of Minor Criminal cases were disposed beyond the 99th percentile objective (objective is 12 months for Major Criminal, 9 months for Minor Criminal).

WCL Case Category	99th Percentile Objective (Months)	FY17 % Cases Disposed Beyond 99th Percentile
Major Criminal	12	7.9%
Minor Criminal	9	6.2%

Quality Court Workplace Environment

- ◆ The Quality Court Workplace survey results were very positive. However, there were some statements with higher levels of disagreement and lower levels of agreement compared to other statements. There are also differences in responses between employees and judges/justices.

	Employees		Judges/Justices	
	% disagree/strongly disagree	% agree/strongly agree	% disagree/strongly disagree	% agree/strongly agree
I am able to keep up with my workload without feeling overwhelmed.	20%	62%	20%	67%
Important information is communicated to me in a timely manner.	15%	69%	7%	83%
I feel safe at my workplace.	7%	82%	15%	71%

- ◆ The Judicial Council has approved a statewide focus on employee responses to this survey: 1) Communication that is timely, effective, and provides audience-relevant context, and, 2) Understand and address workload. For judges, districts are customizing their local responses to their bench while the HR/EOD committee will be making recommendations to the Judicial Council for statewide follow-up to the judge/justice survey.

USING PERFORMANCE MEASURES FOR ADMINISTRATION

- ◆ Reviews of performance measure results are presented twice per year to the Judicial Council. The most recent written reports were submitted in March, 2017 and oral reports are to be given in September, 2017.
- ◆ Reviewing results of performance measures has become routine at bench meetings and within court administration.

DISTRICT COURTS REVIEW RESULTS

The reviews of performance measure results by districts at the March, 2017 Judicial Council meeting concentrated on the changes being made in how CHIPS/Adoption cases are handled in order to improve outcomes for children.

Examples of Plans to Address Issues Related to CHIPS and Adoption cases

Specific examples of changes already made, or in the planning stages, include:

- The counties in the 1st District are holding more regular review hearings than the rules require to expedite the permanency process. They are also holding regularly scheduled CJI meetings and scheduling additional CHIPS calendars to assist with meeting timelines. Court orders are now completed in the courtroom on the day of court and parents leave with a copy of the order stating their requirements before the next hearing.
- In the 2nd District, improvements in the Length of Time to Permanency in 2016 are due to the decision to reorganize judicial resources and increase the complement of judges assigned to child protection by one full time judge. In addition, the amount of dedicated calendar time for CHIPS cases increased from 2.5 to 4 days each week. The calendar reorganization provided designated court time for social worker “units” that will allow them more time to work directly with clients.
- The 3rd District attributes improved outcomes for CHIPS and Adoption cases to having increased judicial resources. In addition, some counties have added more time on their calendar for juvenile cases and some counties have entered the timeline for each case in their order which results in judges, staff, attorneys, guardians, social workers, etc. to be aware of the timing objectives for each case.
- The 4th District updated and instituted the use of a consistent scheduling order for all judicial officers. As of February, 2017, all judges handle ICWA cases to help balance caseloads among judicial officers. Also, there are additional scheduling hearing event codes for Adoption cases to help monitor them more closely.

Hennepin Children's Justice Initiative is working on reinstituting the Top 20 case list to point partners toward the cases that need the most attention.

- The 5th District improved the percentage of children under state guardianship who are adopted within 24 months from 53% (end of 2015) to 62% (end of 2016). Improved outcomes have come from more frequent review of statistics at bench meetings which raises awareness of performance measures expectations.
- In the 6th District, there was a recognition that St. Louis County Social Services was severely understaffed and 20 new positions were approved and hired in the latter half of 2016. There is an expectation that timelines will improve as the new case workers are trained and become experienced.

Several 7th District Counties are working with the CJI Technical Assistance Team to uncover the reasoning why some cases have difficulties meeting the performance measure goals.

- The 7th District CJI judges hosted a discussion of ways that things could be done differently in CHIPS/Adoption cases. Some of the suggestions include: Use scheduling orders to keep the cases within guidelines; judges should block time for hearings early in the process; and when scheduling matters for trial, to not schedule them at the same time as criminal matters. District court administrators review the Time to Adoption Summary reports each month and the results are shared with judges and district administration.
- The 8th District is planning for a pilot of having a CHIPS ‘specialty’ judge. This would mean that one judge would handle only adoptions, CHIPS, permanency TPR and non-TPR, truancy and runaway cases in five counties. The plan is to begin implementation January 1, 2018.
- Counties in the 9th District are trying to add child welfare workers as well as adding county attorney resources. To handle increased filings, two full days have been added to CHIPS and reallocated work among other judges.

“...every single county agency is feeling the pinch of not having enough people to handle the increase, and they simply are not going to get more help...”
9th District

One Judge, One Family is a real benefit to the process.
10th district

- Washington County juvenile justice committees are discussing new scheduling order guidelines to be more efficient. The number and frequency of reviews are being studied and there is a commitment to insure that hearings are meaningful and productive.

ACCESS TO JUSTICE

The Minnesota Judicial Branch will be open, affordable and understandable to ensure access to justice.

Do participants perceive the courts to be accessible?

ACCESS AND FAIRNESS SURVEY

- ◆ The next district court Access and Fairness Survey will be conducted in late 2018. Two previous rounds of the survey were completed in 2008 and 2013.
- ◆ The Supreme Court and Court of Appeals each conducted an Access and Fairness Survey for the first time in September, 2015. These surveys are planned to be repeated in approximately four years.
 - Three-fourths (75%) of judges agree/strongly agree that each court “...makes good use of information technology to provide easy access to case information.”

TIMELINESS

The Minnesota Judicial Branch will resolve cases and controversies in a timely and expeditious way without unnecessary delays.

Are trial courts handling cases in a timely manner?

CLEARANCE RATES

- ◆ The statewide Clearance Rate for all case types combined is 101% (Goal = 100% or above) in FY 2017.
- ◆ Major Civil cases have the highest Clearance Rate in FY2017 at 105%, while Juvenile Delinquency/CHIPS cases have the lowest rate at 97%.

Figure 2.1: Statewide Clearance Rates FY 2013 – FY 2017

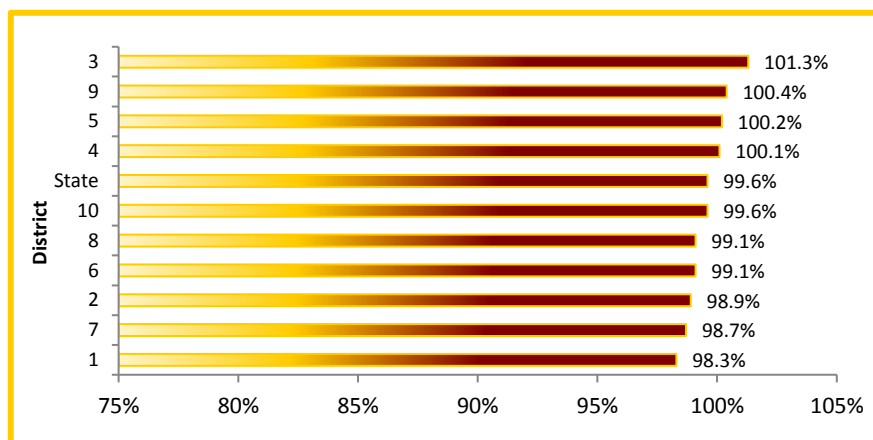
Case Group	Clearance Rates				
	FY13	FY14	FY15	FY16	FY17
Major Crim	99%	98%	100%	92%	100%
Major Civil	102%	96%	104%	96%	105%
Prob/MH	99%	101%	99%	98%	99%
Family	101%	101%	101%	97%	102%
Juvenile	102%	95%	95%	96%	97%
Minor Civil	102%	100%	102%	99%	98%
Minor Crim	110%	95%	96%	96%	101%
State	109%	96%	97%	96%	101%

The FY2017 Clearance Rate results, by case group, are generally better than in the past few years. (Goal is 100% or higher.) Major Criminal, Major Civil, Family and Minor Criminal Clearance Rates all show noticeable improvement in FY2017 compared to FY2016.

The Juvenile clearance rate of 97% is lowered by the CHIPS/Permanency cases which have a Clearance Rate of 88.2% compared to the Juvenile Delinquency/Petty Offender cases with a rate of 101.7%.

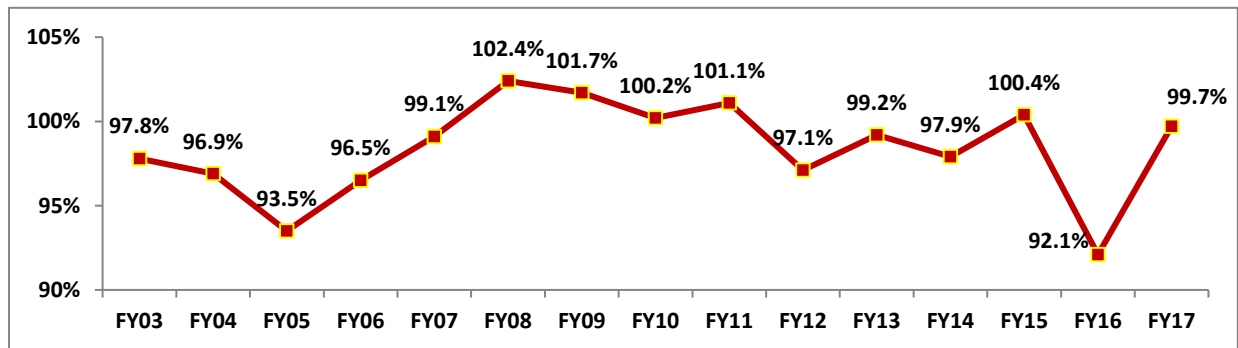
Figure 2.2: Overall (Excluding Minor Criminal) Clearance Rates FY2017 by District

Figure 2.2 shows that the overall FY17 Clearance Rates, excluding Minor Criminal charges, by district, are within 3% points of each other with a range from 98% in the 1st District to 101% in the 3rd District.



Major Criminal Clearance Rates declined in FY16 to the lowest rate in 15 years (92.1%) as shown in Figure 2.3. This rate has improved to nearly 100% in FY17. The highest clearance rate for major criminal cases during this time was in FY08 (102.4%) and the lowest rate in these 15 years is 92.1% for FY16. The trend of Major Criminal Clearance Rates below 100% over the past 15 years indicates that a backlog of cases is likely building. The number of ‘active’ pending Major Criminal cases has increased over 12% in the last five years as shown in Figure 2.4.

Figure 2.3: Statewide Major Criminal Clearance Rates - FY03-FY17 (15 Years)



The graphs in Figure 2.5 (next page) show statewide Clearance Rates by case group for the past five fiscal years.

Figure 2.4: Statewide Active Pending Caseload, Major Cases FY13 - FY17

Figure 2.4 shows that the number of cases pending in major case groups from FY13 to FY17 has declined in Juvenile Delinquency (-11%), Major Civil (-22%), and Family (-7%) cases.

Increased numbers of cases/children are pending in Major Criminal (+13% from FY13-FY17), and Dependency/Neglect pending numbers have increased 106% from FY13-FY17. There were 4,530 children with actively pending cases at the end of June 2013. There are now 9,313 children on pending cases as of the end of July 2017.

Within the Dependency/Neglect category, the largest percent increase in pending numbers for the past five years is for TPR cases (+152%) and Non TPR Permanency cases (+198%).

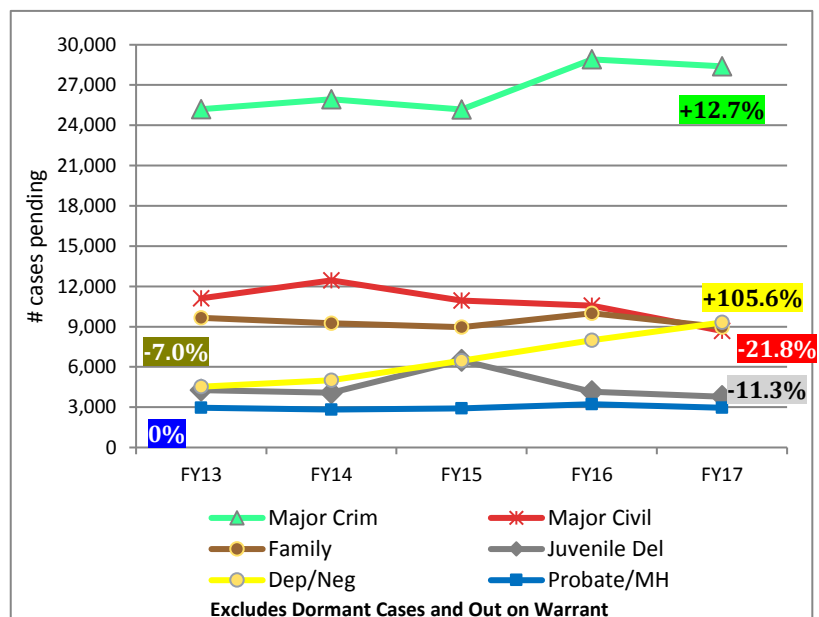
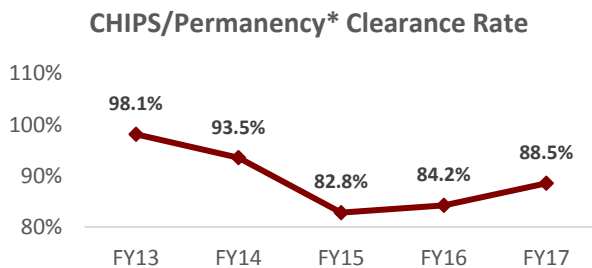
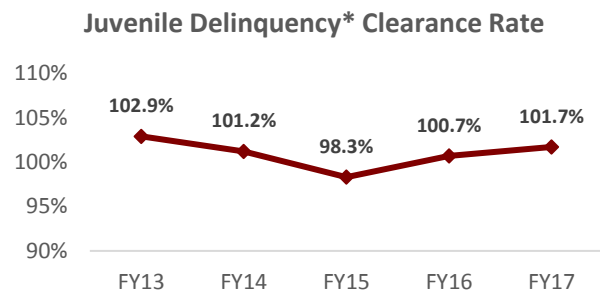
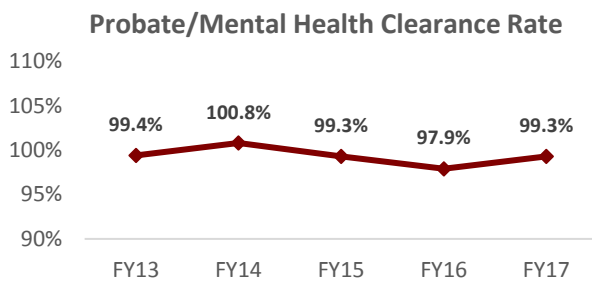
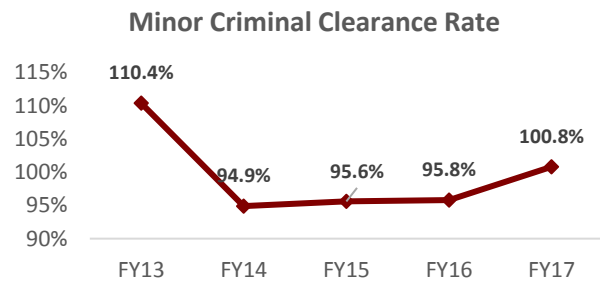
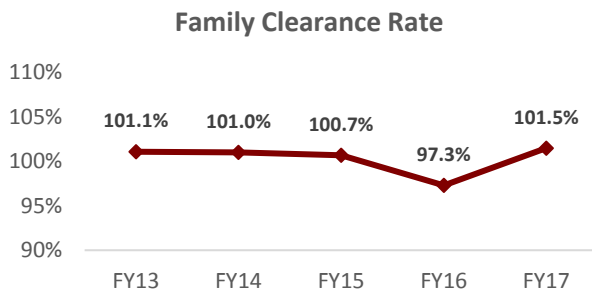
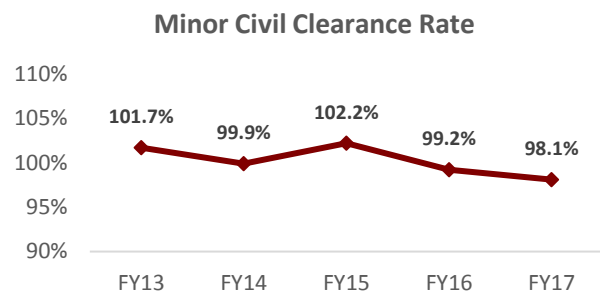
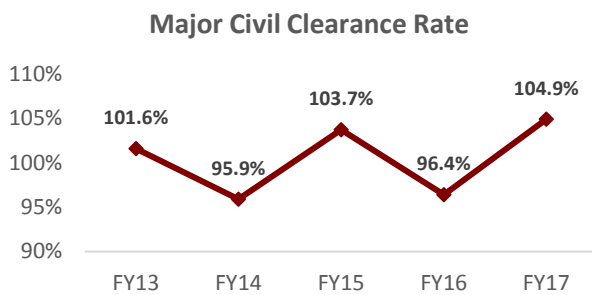
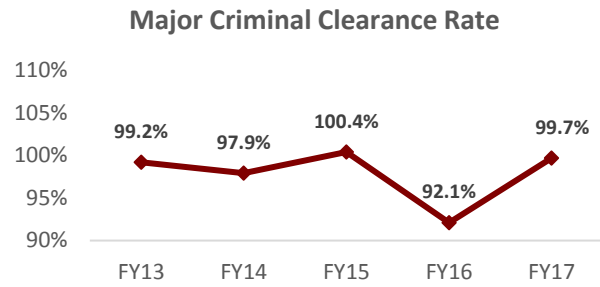
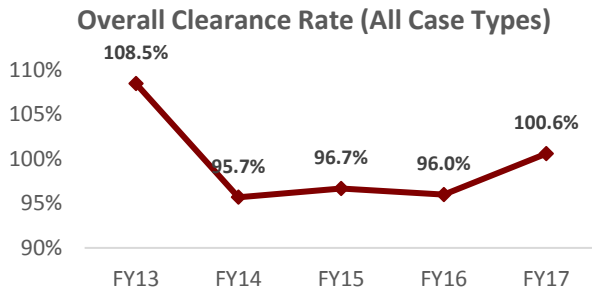


Figure 2.5: Statewide Clearance Rates FY13 – FY17 – By Case Group



*Truancy and Runaway cases excluded

TIME TO DISPOSITION

- ◆ Statewide, 94% of all cases disposed in FY2017 were disposed within the 99th percentile time objective. Therefore, 6% of all cases were disposed later than the objective.
- ◆ Major and Minor Criminal cases have the highest percent disposed beyond the 99th percentile time objective (7.9% and 6.2% respectively).
- ◆ Major Civil, Dissolution (with or without child) and Domestic Abuse cases exceeded the timing objectives for dispositions at the 99th percentile in FY2017.

The Time to Disposition measure assesses the length of time it takes a court to process cases. This measure takes into account (subtracts out) periods during which cases are dormant.

Figure 2.6: Statewide Time to Disposition Cases Disposed in MNCIS in FY 2017

WCL Case Group	90th Percentile			97th Percentile			99th Percentile			Beyond 99th		Total	
	Obj	Cases	%	Obj	Cases	Cum %	Obj	Cases	Cum %	Cases	%	Cases	Avg Days
Major Criminal	4	31,534	48.3	6	12,163	67.0	12	16,375	92.1	5,149	7.9	65,221	162
Major Civil	12	30,292	93.2	18	1,526	97.9	24	382	99.1	299	.9	32,499	113
Dissolutions	12	14,409	94.0	18	660	98.3	24	185	99.5	80	.5	15,334	108
Domestic Abuse	2	10,708	97.9	3	105	98.9	4	62	99.4	63	.6	10,938	9
Juvenile Del	3	12,853	79.3	5	2,065	92.1	6	418	94.7	864	5.3	16,200	63
Minor Criminal	3	541,136	83.2	6	53,511	91.4	9	15,417	93.8	40,516	6.2	650,580	202
State Total		640,932	81.1		70,030	89.9		32,839	94.1	46,971	5.9	790,772	188

Objectives are in months; Minor Criminal counts are cases, rather than charges as on other case statistics reports

In FY2017, the Major Criminal category has the highest percent of cases disposed past the 99th percentile objective (7.9%). Within Major Criminal, 32% of the serious felony dispositions occurred after 12 months. In Minor Criminal, 21% of the other non-traffic cases were disposed beyond the 9-month objective.

Figure 2.7: Percent of Cases Disposed Beyond the 99th Percentile Objective, FY 2017, by Case Group, By District

District	% of Cases Disposed Beyond the 99 th Percentile				
	Major Criminal	Major Civil	Family	Juvenile Delinq.	Minor Criminal
1	8.0%	.4%	.2%	3.7%	1.4%
2	3.7%	.4%	.4%	2.6%	3.5%
3	7.3%	1.0%	.4%	7.3%	1.0%
4	7.5%	.7%	.5%	5.3%	15.4%
5	7.3%	1.3%	.7%	7.8%	.8%
6	9.2%	1.3%	.7%	4.8%	2.5%
7	9.9%	.9%	.4%	5.6%	1.1%
8	4.3%	.6%	.6%	4.1%	.4%
9	6.4%	1.1%	.6%	8.0%	1.0%
10	10.8%	1.6%	1.0%	5.4%	2.1%
Total	7.9%	.9%	.5%	5.3%	6.2%

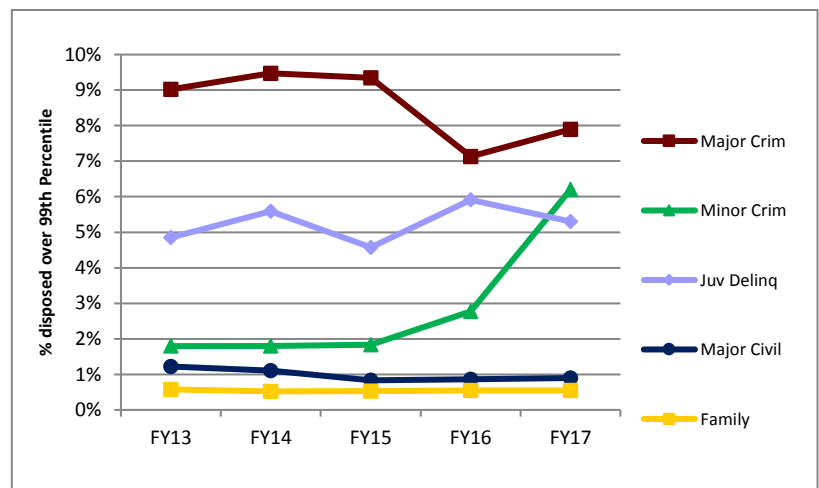
Figure 2.7 shows the percent of cases disposed beyond the 99th percentile by Case Group, by District, for FY17. The greatest variation among districts is in Minor Criminal where results range from .4% disposed beyond the 99th percentile objective of 9 months in the 8th District to 15.4% in the 4th District.

There is also variation among districts in Major Criminal where the 2nd District disposed of 3.7% of these cases beyond the timing objective of 12 months while the 10th district disposed of 10.8% beyond the 99th percentile.

Statewide, Family cases were disposed within the 99th percentile objective and each district met these time guidelines while Major Civil cases, statewide, met the time objectives and nine of the districts hit that target.

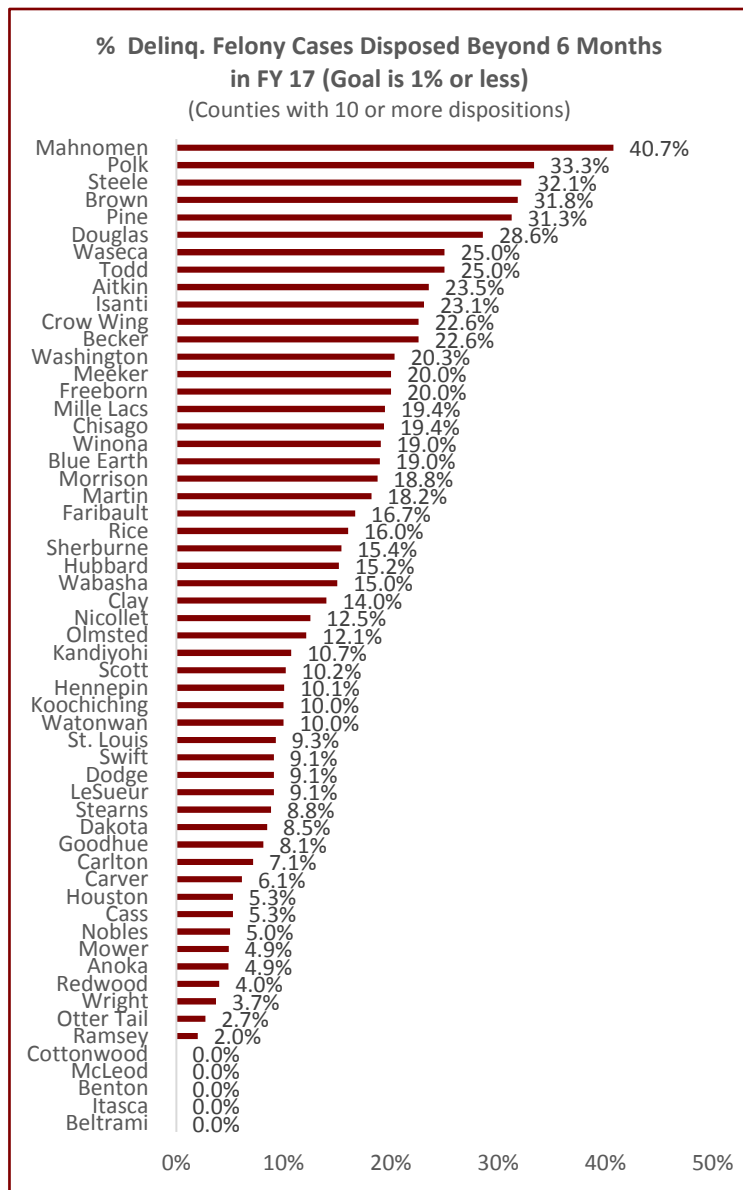
Figure 2.8: Percent of Cases Disposed Statewide Beyond 99th Percentile, FY2013-FY2017, by Case Category

The percent of Major Criminal cases disposed in FY17 beyond one year (7.9%) has declined by over a percentage point compared to FY13 (9.0%) (lower percent is better). Major Civil has also improved slightly from FY13 to FY17. Juvenile Delinquency (5.3% FY17) and Minor Criminal (6.2% FY17) cases disposed beyond the timing goal have risen in the last five years. The results of time to disposition for family cases has remained steady over the past five fiscal years with over 99% of the cases meeting the time standards.



In addition to looking at Time to Disposition by district, or by case category, there is more variation when looking at county results. Figure 2.9, below, illustrates county variation in Time to Disposition for Delinquency Felony cases in FY 2017. It shows that the percent of cases disposed beyond the 6-month objective (99th percentile) ranges from 0% to 41%.

Figure 2.9: Percent of Delinquency Felony Cases Disposed Beyond 6 Months



Mahnomen (41%), Polk (33%), Steele (32%), Brown (32%), and Pine (31%) Counties had more than 30% of Delinquency Felony cases disposed in FY17 beyond the 99th percentile goal.

A small number of dispositions can produce large variations in the percent of those that were disposed beyond the timing objective. The total number of Juvenile Delinquency cases disposed in FY2017 in the counties with over 30% of the cases beyond the 6-month goal are: Mahnomen (27), Polk (18), Steele (28), Brown (22), and Pine (16).

Numbers of Delinquency Felony dispositions in FY17 vary from three counties with 10 dispositions (minimum to be included in analysis) to Hennepin County with 805 Delinquency Felony dispositions. Thirty (30) counties had fewer than 10 Juvenile Delinquency dispositions during FY 2017.

AGE OF PENDING CASES

- ◆ Timing objectives for Age of Pending cases are being met for Dissolution cases. (Timing objectives are the same as those used for Time to Disposition.)
- ◆ Among districts, the percent of all cases (excluding minor criminal) pending beyond the 99th percentile ranges from 2.9% in the 8th District to 8% in the 6th District.

Figure 2.10: Statewide Age of Pending Cases As Of 7/27/2017

Case Group	90th Percentile	Cum 97th Percentile	Cum 99th Percentile	Over 99th Percentile	Total Active Cases Pending
Major Crim	60.2%	75.8%	93.7%	6.3%	28,571
Major Civil	86.8%	94.5%	97.6%	2.4%	8,521
Dissolutions	90.9%	97.4%	99.1%	.9%	4,335
Dom Abuse	81.1%	88.6%	92.5%	7.5%	281
Juv Delinq	77.3%	90.1%	93.9%	6.1%	2,764
Minor Crim	44.6%	52.6%	56.3%	43.7%	194,048

The statewide average for non-Minor Criminal case types pending over the 99th percentile ranges from 6% of Major Criminal and Juvenile Delinquency cases to .9% of Dissolutions pending beyond the time objective.

Figure 2.11: Trend of Statewide % of Major Criminal and Juvenile Delinquency Cases Pending Beyond 99th Percentile Time Objective

Results of Major Criminal Age of Pending cases have improved over the past several years (lower number is better). Major Criminal timing measures have been a focus over the past few years – and older pending cases have been reduced during that time as shown in Figure 2.11 from 13.3% pending over one year at the end of 2009 to 6.1% pending beyond the objective at the end of July 2017. Juvenile Delinquency percent of cases pending beyond 6 months has also declined (lower is better) to the lowest percentage (6.3%) in over eight years.

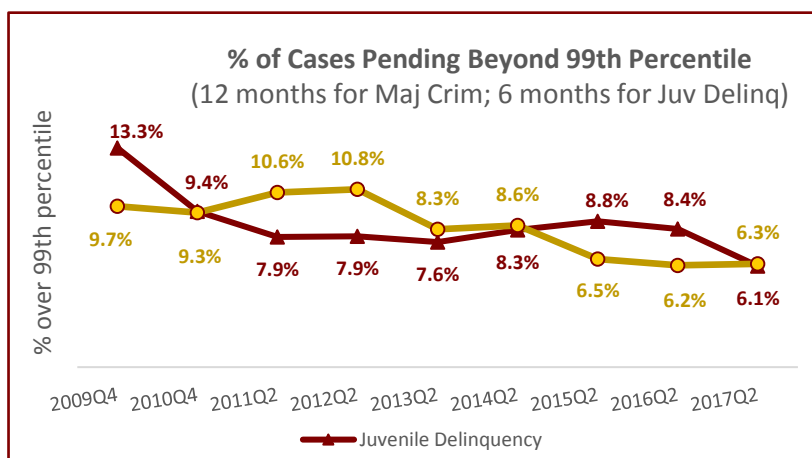
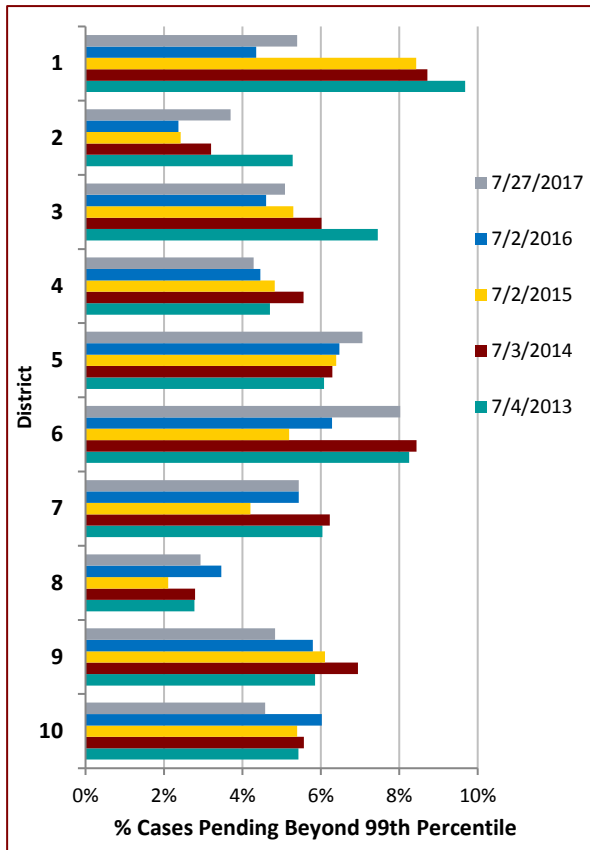


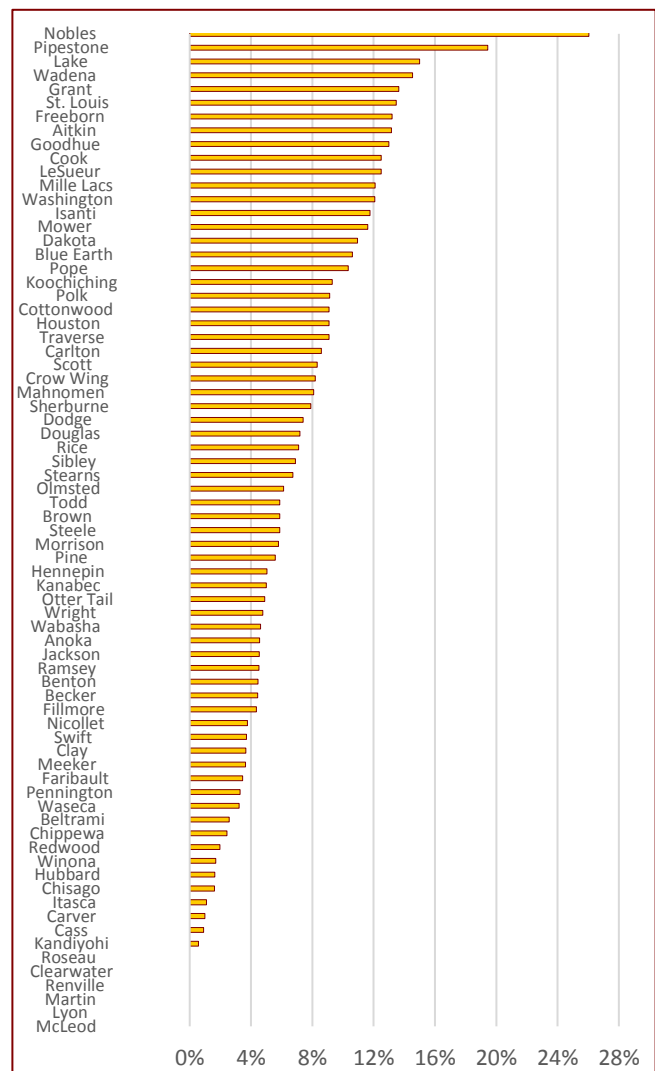
Figure 2.12: Trends in District Age of Pending Cases Past 99th Percentile, All Case Types except Minor Criminal



The overall Age of Pending cases results (excluding Minor Criminal) vary from 2.9% of cases pending beyond the 99th percentile timing objective in the 8th District, to 8.0% beyond the objective in the 6th District.

Comparing the percent of cases pending beyond the time objectives in FY13 to FY17, nine districts remain consistent or improved over that time. (lower number = improved) However, comparing FY17 to FY16 shows that half of the districts have improved results in overall Age of Pending cases while five declined.

Figure 2.13: Percent of Other Felony Cases Pending beyond 12 months (goal is 1% or less), By County (As of 7/27/2017)



Within statewide and district results, there is a lot of variation among counties. An example of this variation is shown in the Age of Pending of Other Felony cases.

Statewide, 7.2% of these cases were pending beyond the 99th percentile (as of 7/27/2017). Across counties, the percent of Other Felony cases pending beyond one year ranges from 26% to 0%. As noted earlier, the percentages may appear distorted due to small numbers of cases in some counties. Fourteen (14) counties had fewer than 20 cases pending and are not included in Figure 2.13

LENGTH OF TIME TO PERMANENCY AND ADOPTION

- ◆ Nearly two-thirds (63%) of children who reached permanency during state FY2017 did so after being out of home for 12 months or less (across all types of CHIPS/ Permanency cases) compared to 66% in FY 2016 and 72% in FY 2015. 86% of children reached permanency by 18 months, compared to 87% the previous fiscal year. (Goals are 90% by 12 months, 99% in 18 months.)
- ◆ The objective of having 60% of children reach adoption within 24 months of removal from the home is considered an ‘aspirational goal’. In FY2017, 54% of children statewide were adopted within 24 months. District numbers range from 74% reaching adoption by 24 months to 20%.

“It is the policy of the Judicial Branch that juvenile protection cases... be expedited in conformance with state and federal requirements with the goal of serving the best interests of children by providing safe, stable, and permanent homes for abused and neglected children.

... CJI judges accept shared responsibility for monitoring and improving performance on federal and judicial branch child welfare measures and are encouraged to develop and implement local plans to improve such performance.”

Judicial Council Policy 601

One of the goals of the Children’s Justice Initiative (CJI) is for children removed from a custodial parent to have permanency and stability in their living situation. The Length of Time to Permanency and Time to Adoption reports assist courts in determining the length of time it takes, over the lives of children, to provide permanency to those who are removed from home.

Figure 2.14: Length of Time for Children to Reach Permanency in FY 2017, by District

Figure 2.14 shows that, statewide, the goals of having 50% of children reach permanency by 6 months, 90% by 12 months and 99% by 18 months were not met during FY2017.

There is variation among districts for the percent of children reaching permanency within 18 months. The range is from 73% in the 6th District to 94% reaching permanency within 18 months in the 3rd District.

District	% reaching perm by 6 months	Cum % reaching perm by 12 months	Cum % reaching perm by 18 months	Total Number Children
1	40	74	91	442
2	23	46	80	456
3	35	73	94	406
4	29	54	78	908
5	36	72	93	322
6	21	49	73	404
7	27	66	89	592
8	33	67	94	166
9	35	67	91	541
10	31	70	91	525
State	30%	63%	86%	4,762

Goal	50%	90%	99%
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Figure 2.15: Five Year Trend, Children Reaching Permanency by 18 months, By District

% of children reaching permanency by 18 months (goal is 99%), Fiscal Year 2013 to Fiscal Year 2017					
District	FY17 %	FY16 %	FY15 %	FY14 %	FY13 %
1	91	93	93	98	96
2	80	83	80	96	89
3	94	90	96	95	96
4	78	79	87	92	88
5	93	91	91	94	92
6	73	79	88	85	91
7	89	94	91	94	95
8	94	98	92	93	98
9	91	91	94	90	89
10	91	91	93	96	94
State	86%	87%	90%	93%	92%
# children	4,762	4,370	3,531	3,279	3,351

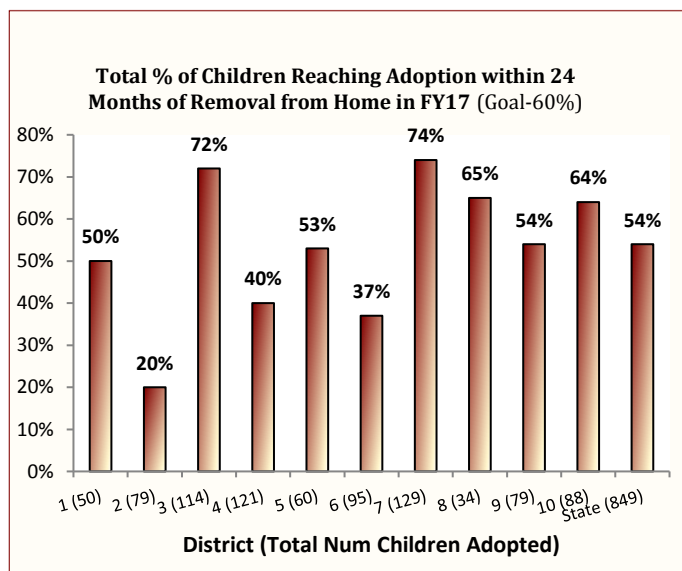
Over the past five fiscal years, the goal of 99% of children reaching permanency by 18 months has not been met by any individual district or the state. Statewide, the current FY17 result of 86% reaching permanency within 18 months is the lowest over the past five fiscal years.

The results for FY17 are likely impacted by the increasing numbers of children who have CHIPS or Permanency cases filed.

Fiscal Year	# Children with CHIPS/Perm Filing
FY13	6,917
FY14	7,230
FY15	8,538
FY16	10,162
FY17	10,730

The number of children with a CHIPS or Permanency case filed in the past five fiscal years has increased 55%.

Figure 2.16: Length of Time for Children to Reach Adoption, FY2017, By District



The Judicial Council set an objective that 60% of all children who are under State Guardianship should reach adoption within 24 months from the original removal from the home. Automated, on-demand reports break the time it takes from removal from the home to being under state guardianship, and then the time it takes from the guardianship order to adoption. The two sets of time are added together to get the total Length of Time to Adoption.

Over half (54%) of the 849 children adopted in FY2017 reached adoption within 24 months of removal from home (goal is 60%). Four districts exceed the goal, while six districts had between

20% to 54% of children reaching adoption within two years.

Figure 2.17: Percent of Children Adopted by 24 Months, Statewide, FY13-FY17

Year Adoption Finalized	% Adopted by 24 Months (Goal is 60%)	Total # Children Reaching Adoption
FY 2017	54%	849
FY 2016	56%	772
FY 2015	57%	610
FY 2014	55%	548
FY 2013	49%	483

The 54% of children reaching adoption by 24 months of being out of home in FY17 is lower (higher=better) than the previous four fiscal years, but is higher than FY2013 as is shown in Figure 2.17.

The number of children reaching adoption has increased during this time from 483 in FY13 to 849 in FY17 – a 76% increase.

The automated Time to Adoption for Children Under State Guardianship report shows details for each child with the time to adoption broken into the time from removal from home to the guardianship order and then the time from guardianship order to adoption order. Figure 2.18 below shows that there is variation among districts in these two phases.

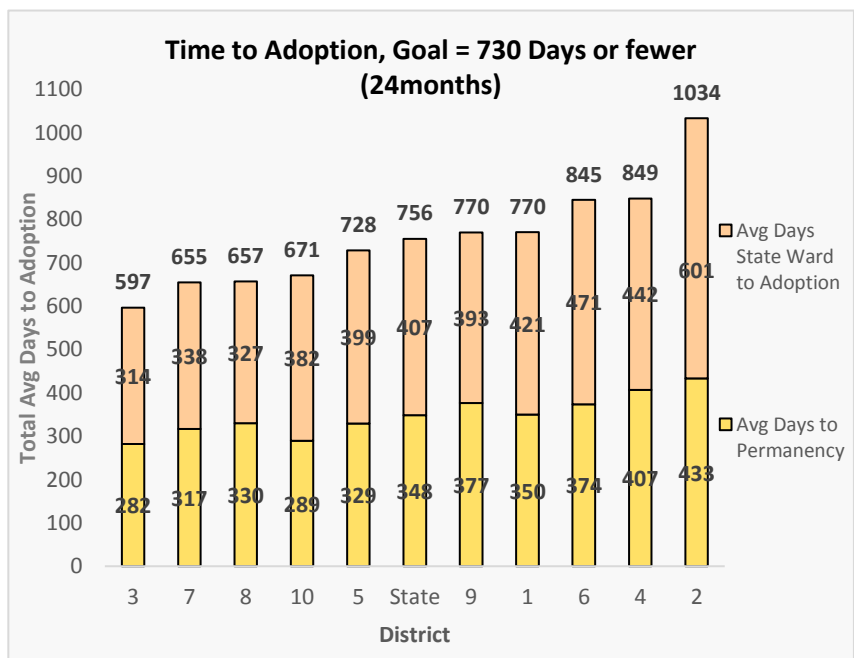
Figure 2.18: Average Number Days to Adoption, by Phase, by District, FY2017

Five districts have an average number of days per child to reach adoption that is below the 24 month time objective (730 days). (Lower numbers are generally a more positive result.)

The statewide average number of days from removal from the home to guardianship order (348 days) comprises 46% of the total time to adoption and 54% is the time from the guardianship order to adoption (407 days).

Jurisdictions can use these two categories of time to determine where efforts may be focused to improve the length of time to adoption. For instance, in the 8th

District, 50% of the total time to adoption is represented in the time from the child being a state ward to the finalized adoption compared to the 2nd District which has 58% of the time to adoption represented in the state ward to adoption timeframe.



COURT OF APPEALS DISPOSITIONS WITHIN TIME STANDARDS

The Court of Appeals has adopted the American Bar Association measure of ‘case clearance’, which measures cases from beginning (filing) to end (disposition). The goals are to have 75% of cases disposed within 290 days of filing and 90% disposed within 365 days of filing for all cases.

- ◆ In FY2017, the Court of Appeals fully met the goal of disposing of 75% of cases within 290 days, up from 72% in FY2016. The only category that failed to meet the goal was criminal cases, which have longer deadlines for ordering transcripts and filing briefs than in civil cases. (Even without extensions or delays, the usual periods allowed for each step in a criminal appeal take about 315 days.) Juvenile delinquency cases met and exceeded the 75% goal, with 86% disposed within 290 days, but transcript and briefing delays affected several cases in this category pushing them slightly beyond 290 days.

Figure 2.19: Percent of Court of Appeals Cases Disposed Within 290 Days of Filing, FY2015-FY2017

Court of Appeals Percentage of Cases Disposed Within 290 Days of Filing From Filing to Disposition Goal = 75% of Cases						
	FY2017		FY2016		FY2015	
	# Cases	% of cases meeting objective	# Cases	% of cases meeting objective	# Cases	% of cases meeting objective
Civil						
General Civil	672	88%	638	85%	781	82%
Unemployment	94	99%	129	93%	160	86%
Family	170	96%	177	96%	192	96%
Other	49	98%	55	100%	43	100%
Total Civil	985	91%	999	89%	1,176	85%
Criminal						
Criminal	798	54%	872	50%	854	54%
Juvenile Protection						
Protection	76	100%	68	100%	58	100%
Juv. Delinquency						
Delinquency	14	86%	12	100%	16	100%
Total Cases*	1,873	75%	1,951	72%	2,104	73%

* For purposes of calculating case clearance rates, later-filed related cases, which are consolidated for decision purposes, are not included in this total. As a result, the actual number of cases disposed by the court is higher than the “Total Cases” shown.

The Court of Appeals exceeded the goal of disposing 90% of cases within 365 days, by disposing of 95% of its cases within that time in FY2017. This result continues the pattern of exceeding this goal in FY2016 and FY2015. Criminal cases nearly met the goal, with 89% disposed within 365 days of filing.

Figure 2.20: Percent of Court of Appeals Cases Disposed Within 365 Days of Filing, FY2015-FY2017

Court of Appeals Percentage of Cases Disposed Within 365 Days of Filing From Filing to Disposition Goal = 90% of Cases						
	FY2017		FY2016		FY2015	
	# Cases	% of cases meeting objective	# Cases	% of cases meeting objective	# Cases	% of cases meeting objective
Civil						
General Civil	672	99%	638	99%	781	97%
Unemployment	94	100%	129	100%	160	100%
Family	170	99%	177	199%	192	99%
Other	49	100%	55	100%	43	100%
Total Civil	985	99%	999	99%	1,176	98%
Criminal						
Criminal	798	89%	872	84%	854	83%
Juvenile Protection						
Protection	76	100%	68	100%	58	100%
Juv. Delinquency						
Delinquency	14	100%	12	100%	16	100%
Total Cases*	1,873	95%	1,951	92%	2,104	92%

* For purposes of calculating case clearance rates, later-filed related cases, which are consolidated for decision purposes, are not included in this total. As a result, the actual number of cases disposed by the court is higher than the "Total Cases" shown.

SUPREME COURT DISPOSITIONS WITHIN TIME STANDARDS

- ◆ The Supreme Court adopted revised timing objectives in January, 2015 that were effective April 1, 2015.
- ◆ Generally, the Supreme Court improved performance in the categories of submission to circulation of majority opinion; and submission to disposition, in all case types, by shortening the time between the two measured events.

The Supreme Court first approved timing objectives, or case dispositional goals, in March, 2007. The case categories, case-processing points of measurement, and timing objectives to complete certain events in the life-cycle of an appeal, were taken generally from standards adopted by the American Bar Association in 1994. The adopted timing objectives were considered aspirational but achievable.

In 2014, the Supreme Court undertook a study of its timing objectives in light of recommendations by the National Center for State Courts for model time standards for appellate courts. The Supreme Court also considered the time standards adopted by other states' appellate courts.

Based on its study, the Supreme Court revised its timing objectives by reducing the number of case-processing events to which the standards apply, reducing the time allotted for disposition of an appeal, and reducing the percentage of cases (from 10% to 5%) that are not subject to a time standard ("Beyond 95th percentile" in the table). The Supreme Court adopted revised timing objectives in January 2015 that were effective April 1, 2015.

Data shown in Figure 2.21 on the next page identifies the court's performance based on three factors: (1) the case type or jurisdiction (original/mandatory; discretionary; expedited); (2) the case-processing event (PFR to disposition; submission to circulation; submission to disposition); and (3) the timing objective to complete the event ("Days" in the table).

"Cases" in the table represents the number of cases that met the timing objective in the time period.

"%" in the table represents the percentage of cases within the time period that met the stated timing objective.

"Total/Aver." represents the total number of cases in the time period and the average number of days to complete the event.

Figure 2.21: Supreme Court Timing Standards, Fiscal Year 2017

Supreme Court Time Standards											
Performance Report: July 1, 2016-June 30, 2017 (FY2017)											
Case Type: Event	75th Percentile			95th Percentile			Beyond 95th Percentile			Total/ Aver.	
	Days	Cases	%	Days	Cases	%	Days	Cases	%	Cases	Aver
<i>Mandatory/Original: submission to circulation of majority</i>	45	28	60%	75	35	75%	N/A	12	26%	47	52.5
<i>Mandatory/Original: submission to disposition</i>	120	17	53%	180	28	88%	N/A	4	13%	32	117
<i>Discretionary: PFR filing to disposition</i>	50	338	55%	60	551	89%	N/A	69	11%	620	49
<i>Discretionary: submission to circulation of majority</i>	45	23	44%	75	41	77%	N/A	12	23%	53	70.5
<i>Discretionary: submission to disposition</i>	120	18	62%	180	25	86%	N/A	4	14%	29	116
<i>Expedited (TPR, Adopt'n): PFR filing to disposition</i>	25	19	100%	25	19	100%	N/A	N/A	N/A	19	17
<i>Expedited (TPR, Adopt'n): submission to circulation of majority</i>	20	1	100%	30	1	100%	N/A	N/A	N/A	1	12
<i>Expedited (TPR, Adopt'n): submission to disposition</i>	45	N/A	N/A	60	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<i>All case types: submission to circulation of majority</i>	45	52	51%	75	77	76%	N/A	24	24%	101	45
<i>All case types: submission to disposition</i>	120	42	65%	180	56	86%	N/A	9	14%	65	110

INTEGRITY AND ACCOUNTABILITY

The Minnesota Judicial Branch will ensure the integrity and accountability of its performance by maintaining a record system that is accurate, complete and timely.

Is the electronic record system accurate, complete and timely?

DATA QUALITY PROGRAM

The Data Quality program was created to define data quality standards, identify data quality issues and determine when it is necessary to develop standard business practices to be implemented statewide. A focus on safety, public interest, statute and rule implementation, and court information provides a foundation for the ongoing operational activities of the Data Quality Program.

"...It ... is the policy of the Minnesota Judicial Branch that to ensure accurate, complete and uniform access to court records, and to ensure compliance with all applicable laws for the access of court records, the Appellate Courts and District Courts shall comply with document security and classification procedures, provisions and Court Administration Processes (CAPs) as applicable."

*Judicial Council Policy 505.3
Data Quality and Integrity*

During the past year, focus continued on increasing access for justice partners to court documents across the state through Minnesota Government Access (New MGA) and to appropriately classify imaged documents to help ensure that justice partners have appropriate electronic access to needed documents.

Efforts focused on the development of a Statewide Document Security Monitoring Plan to be implemented across the state and replace the requirement for individual county monitoring plans with the goal of creating greater consistency in how document security is monitored. The statewide plan helps ensure that court staff routinely monitor their success and document their overall performance to ensure that any broader training needs and performance issues can be effectively addressed.

This statewide plan was developed by the Document Security Monitoring Workgroup that was co-chaired by Dawn Torgerson (Deputy State Court Administrator) and Diane Beckler (Deputy District Administrator, Second District) and included local court administration representation as well as state court administration members. The Workgroup will continue to guide the implementation of this statewide plan with the goal to roll it out by early 2018. This Workgroup is an excellent example of a collaborative county/district/state effort that resulted in a useful and effective monitoring plan to help address the document security needs of the Branch.

To support the new Statewide Document Security Monitoring Plan, new reports were developed and existing reports were modified to allow for a more efficient and effective monitoring process. Changes are also being made with the court case management system (MNCIS) that will allow for additional report development to assist with monitoring and further increase effectiveness.

EXCELLENCE

The Minnesota Judicial Branch will achieve excellence in the resolution of cases by making decisions that are fair, reasoned, understandable, and that resolve the controversy at issue.

Do participants understand the orders given by the Court?

ACCESS AND FAIRNESS SURVEY

- ◆ The most recent district court Access and Fairness Surveys were completed from January to April, 2013. Statewide, 4,710 court users submitted survey responses. The next survey should be conducted in late 2018 to meet the every four year schedule, alternating every two years with the Quality Court Workplace Survey.
- ◆ The statement used in district courts to measure the goal of Excellence had 84% of all respondents agree or strongly agree with the statement. This is the highest level of agreement within the Fairness section.

FAIRNESS AND EQUITY

The Minnesota Judicial Branch will provide due process and equal protection of the law, and will ensure that individuals called for jury duty are representative of the population from which the jury is drawn.

Do participants perceive they were treated fairly, listened to and are they satisfied with the Court's decision?

ACCESS AND FAIRNESS SURVEY

- ◆ The Supreme Court and Court of Appeals conducted the Access and Fairness Survey for the first time in September, 2015.
 - There were nearly 800 attorney responses to the Court of Appeals Access and Fairness Survey and over 100 judges. The Supreme Court survey received nearly 350 attorney responses and 98 judge responses.
 - Over 80% of judges agree/strongly agree that each courts' "...written decisions reflect thoughtful and fair evaluation of the parties' arguments."

- ◆ The most recent District Court Access and Fairness Surveys were completed from January to April, 2013. The next survey will be conducted in late 2018.

FAIRNESS AND EQUITY, CONTINUED

Are jurors representative of our communities?

JURY POOLS

- ◆ The jurors who reported to court during FY 2017 were very similar racially and ethnically compared to the population of the communities in Minnesota.
- ◆ The gender of jurors in FY17 is nearly identical to the population of Minnesota.

Demographics of jurors based on returned questionnaires come from the automated jury management system. Figure 5.1 below compares the racial breakdown of the population as reported in the 2010 American Community Survey to the jurors who reported for service in FY 2017, returned their questionnaires, and reported their race. Statewide, only 1.2% of jurors had missing race data.

The results of the American Community Survey are shown for information purposes and are not the official figures used by jury managers.

Figure 5.1: FY2017 Juror Race Compared to 2010 American Community Survey Estimates

	White		Black		Hispanic		American Indian		Asian/Pacific Islander		Other & 2+ Races		Total*
	2010 ACS	FY17 Jurors	2010 ACS	FY17 Jurors	2010 ACS	FY17 Jurors	2010 ACS	FY17 Jurors	2010 ACS	FY17 Jurors	2010 ACS	FY17 Jurors	
Minnesota	89.6%	88.9%	3.4%	3.2%	2.1%	2.1%	1.0%	.9%	2.3%	3.0%	1.7%	1.9%	45,827
Anoka	90.4%	91.0%	3.4%	2.3%	1.9%	1.6%	.5%	1.2%	2.4%	2.8%	1.3%	1.1%	1,404
Carver-Scott	92.9%	92.8%	1.4%	1.1%	.9%	.6%	.7%	.6%	3.2%	2.8%	.9%	1.2%	1,758
Dakota	88.5%	90.3%	2.3%	2.6%	2.9%	2.4%	.3%	.4%	3.2%	2.1%	2.8%	2.2%	2,209
Hennepin	82.4%	79.7%	8.1%	8.2%	2.6%	2.9%	.7%	.8%	3.5%	5.0%	2.7%	3.4%	9,436
Olmsted	90.9%	89.6%	2.6%	2.6%	2.0%	2.5%	0%	.3%	3.3%	3.5%	1.2%	1.5%	1,493
Ramsey	80.0%	77.0%	7.8%	6.7%	3.7%	3.8%	.7%	.5%	5.6%	8.9%	2.2%	3.0%	6,253
St. Louis	93.1%	95.1%	.9%	.6%	1.4%	.9%	2.3%	1.3%	.4%	.7%	1.8%	1.4%	2,020
Stearns-Benton	94.0%	96.2%	3.4%	1.0%	.6%	.9%	.2%	.4%	1.6%	.7%	.2%	.8%	2,521
Washington	92.0%	90.1%	1.7%	2.6%	1.8%	1.8%	.3%	.4%	2.9%	3.3%	1.2%	1.8%	1,346

* Total Jurors with and without race reported.

Source: 2010 American Community Survey micro data estimates compiled by Minnesota State Demographic Center

Population ages 18 to 70, not institutionalized, citizens, speak English at home or speak English "very well" or "well"

Reported Jurors = All jurors who report for service and return questionnaire (may or may not be in voir dire) (Source: JURY+ Web Gen Database; MJB Jury Reports)

Statewide, the jurors in FY 2017 are very similar to the people in Minnesota who are between 18-70 years old, not institutionalized, are citizens, and speak English at home or speak it "very well" or "well".

In the nine counties or areas that are large enough to report using the juror-specific demographic criteria, four of the locations have a small overrepresentation of White jurors, three areas have a slight underrepresentation of Black jurors, and three locations have small overrepresentation of Asian/Pacific Islander jurors. Other racial/ethnic groupings are very close to the census numbers.

Figure 5.2: Comparison of FY2017 Jurors' Gender to Census Results

The juror numbers match closely on gender with the census results as shown in Figure 5.2. Stearns/Benton, St. Louis and Washington Counties have larger differences between the census and jurors in areas for which census information is available, with females being overrepresented and males slightly underrepresented.

	% Female		% Male	
	2010 ACS	FY17 Jurors	2010 ACS	FY17 Jurors
Minnesota	50.4%	50.9%	49.6%	49.1%
Anoka	51.0%	50.8%	49.0%	49.2%
Carver-Scott	50.9%	52.0%	49.1%	48.0%
Dakota	50.7%	51.0%	49.3%	49.0%
Hennepin	51.0%	50.4%	49.0%	49.6%
Olmsted	53.0%	52.4%	47.0%	47.6%
Ramsey	51.8%	51.9%	48.2%	48.1%
St Louis	48.8%	52.0%	51.2%	48.0%
Stearns-Benton	48.2%	50.2%	51.8%	49.8%
Washington	50.6%	51.3%	49.4%	48.7%

QUALITY COURT WORKPLACE ENVIRONMENT

The Minnesota Judicial Branch will ensure that judicial officers, court personnel and jurors are qualified to perform their duties and have the materials, motivation, direction, sense of mission, and commitment to do quality work.

What are our turnover rates?

SEPARATION RATES

- ◆ The rate of staff leaving the branch (separation rate) in FY2017, by location, ranges from 4% in the 1st District to 14% in the 6th District with a statewide separation rate of 8.4%.
- ◆ Retirements and resignations together comprise 87% all separations in FY2017.
- ◆ The total Branch separation rate for FY2017 (8.4%) is lower than in FY2016, but higher than in FY13, FY14, or FY15. Retirements decreased slightly this fiscal year compared to the previous fiscal year while resignations increased slightly compared to the previous five fiscal years.

Figure 6.1: Separation Rates by District and MJC for FY2017

FY2017 (July 2016-June 2017)										
District/ MJC	Retirement		Resignation*		Dismissal**		Layoff		Total Separations	
	#	%	#	%	#	%	#	%	#	%
1	6.15	2.8%	1.0	.5%	.75	.3%	0	0%	7.9	3.6%
2	9.0	4.1%	13.0	5.9%	6.0	2.7%	0	0%	28.0	12.6%
3	6.0	3.8%	2.5	1.6%	2.0	1.3%	0	0%	10.5	6.6%
4	12.0	2.6%	21.7	4.7%	4.0	.9%	0	0%	37.7	8.2%
5	5.0	4.3%	7.6	6.6%	1.0	.9%	0	0%	13.6	11.8%
6	6.0	5.4%	7.0	6.3%	3.0	2.7%	0	0%	16.0	14.4%
7	7.0	4.0%	2.75	1.6%	2.0	1.1%	0	0%	11.75	6.7%
8	2.0	3.1%	1.0	1.5%	0	0%	0	0%	3.0	4.6%
9	6.0	3.8%	9.0	5.7%	1.5	1.0%	0	0%	16.5	10.5%
10	12.3	4.1%	12.3	4.1%	2.0	.7%	0	0%	26.6	8.9%
MJC***	9.5	9.5%	13.2	3.5%	4.0	1.0%	0	0%	26.7	7.0%
Total	80.95	3.4%	91.1	3.9%	26.25	1.1%	0	0%	198.3	8.4%

= number of FTEs; % = percent of avg # of FTEs in a location during the Fiscal Year who separated from the branch

All figures exclude Judges, Law Clerks, Bar Exam Monitors, and Limited/Temporary Appointments

Average FTE calculated by taking avg of beginning and ending fiscal year FTE counts (excluding classifications above)

*Resignation includes Term Without Rights, Death, End of Disability Leave, Resignations, and Separation - Other

** Dismissal figures include Gross Misconduct and Dismissal

*** MJC includes SCAO, Court of Appeals, Supreme Court, Lawyers Professional Responsibility Board, Board of Law Examiners, Continuing Legal Ed

The total number of FTEs separated from the branch in FY17 (198.3) is lower than FY16, but higher than FY13-15. The variation by location in FY17 total separation percent ranges from 3.6% in the 1st District to 14.4% in the 6th District.

Voluntary separations - retirements and resignations - account for 87% of the FTEs leaving the Branch in FY2017, with dismissals accounting for the remaining 13% of separations.

Figure 6.2: Total Separation Rates by District and MJC, FY2013 to FY2017

District/MJC	FY17	FY16	FY15	FY14	FY13
1	3.6%	5.0%	8.5%	4.4%	4.0%
2	12.6%	15.1%	7.2%	8.6%	10.9%
3	6.6%	10.8%	5.8%	11.6%	3.9%
4	8.2%	10.9%	10.4%	5.2%	7.8%
5	11.8%	5.1%	6.1%	4.5%	3.8%
6	14.4%	13.4%	9.7%	8.6%	13.4%
7	6.7%	9.3%	5.7%	5.1%	2.6%
8	4.6%	5.1%	5.1%	5.0%	7.6%
9	10.5%	11.5%	5.9%	4.1%	4.2%
10	8.9%	7.3%	7.6%	8.6%	9.3%
MJC	7.0%	5.9%	7.7%	5.0%	5.6%
Total	8.4%	9.1%	7.8%	6.4%	6.8%
<i>Total Number Separations</i>	198.3	211.8	178.5	138.9	147.7

The statewide separation rate in FY2017 (8.4%) is lower than FY16, but higher than fiscal years 15, 14, and 13. The 2nd District, in FY16, has the highest rate among all districts over these five fiscal years. (15.1%) The lowest rate over the past five fiscal years is 2.6% in the 7th district in FY13.

There are many different ways to calculate turnover rates (or separation rates.) So, not all numbers are exactly comparable, especially those that report figures by month instead of annually. The annual separation rate of 8.4% for the Branch is roughly estimated at .7% per month. This compares to U.S. Department of Labor, Bureau of Labor Statistics figures for State and Local

government employees (excluding education) of 2.2% separations in June, 2017¹. The total separation rate of all of the private sector (total nonfarm) was 3.5% per month from July to December 2016²

Figure 6.3: Statewide Separation Rates by Type, FY2013 to FY2017

The percent of separations from Retirement and Dismissal decreased as a percent of total separations in FY2017 compared to FY2016 as shown in Figure 6.3 while resignations increased slightly as a percent of all separations.

Separation Type	FY17	FY16	FY15	FY14	FY13
Retirement	3.4%	3.9%	3.3%	3.0%	3.1%
Resignation	3.9%	3.7%	3.5%	2.7%	2.7%
Dismissal	1.1%	1.5%	1.0%	.7%	.9%
Layoff	0%	0%	0%	0%	0%
Total	8.4%	9.1%	7.8%	6.4%	6.8%

¹ <https://www.bls.gov/news.release/jolts.t09.htm>

² <https://data.bls.gov/timeseries/JTS00000000TSR>

QUALITY COURT WORKPLACE ENVIRONMENT, CONTINUED

Do employees and judicial officers express satisfaction in their positions?

QUALITY COURT WORKPLACE SURVEY RESULTS

- ◆ The Quality Court Workplace (QCW) Survey was conducted for the third time from September 14-30, 2016. Previous rounds of the survey were completed in 2008 and 2012.
- ◆ Over 1,900 employees and 199 judges/justices participated in their respective QCW surveys in 2016. The response rates were 74% and 63% respectively.
- ◆ In the 2016 survey, the statement with the highest level of agreement among employees was: “I understand how my job contributes to the overall mission of the Minnesota Judicial Branch” (93% agree/strongly agree). The highest level of agreement among judges/justices was: “I am proud I work in my court” (96% agree/strongly agree).
- ◆ The Judicial Council has approved a statewide focus on employee responses to the most recent survey: 1) Communication that is timely, effective, and provides audience-relevant context, and, 2) Understand and address workload.

The QCW survey contained 31 questions for employees with responses ranging from Strongly Disagree to Strongly Agree. These results are shown below for employees, along with the mean score for each statement and the number of respondents (N). The statements and results are broken into six Index areas, e.g. Supervision and Management, Work Conditions; and into two types of statements – Environmental Factors Leading to Dissatisfaction and Motivational Factors Leading to Satisfaction. The Human Resources and Development Division in the State Court Administrator’s Office has more information available describing these two types of statements.

Figure 6.4: Results of Quality Court Workplace Survey, All Employees, 2016

Environmental Factors Leading to Dissatisfaction		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree	Mean	(N)
8	I am treated with respect.	7%	2%	6%	11%	46%	35%	81%	4.1	1916
9	When I do my job well, I am likely to be recognized and thanked by my supervisor.	12%	4%	9%	14%	38%	35%	73%	3.9	1926
16	Managers and supervisors follow up on employee suggestions for improvements in services and work processes.	14%	4%	10%	23%	43%	20%	63%	3.6	1930
17	I have regular meetings with my supervisor that are useful and meaningful.	11%	3%	9%	18%	45%	26%	71%	3.8	1929
26	My supervisor is available when I have questions or need help.	6%	2%	5%	9%	42%	43%	85%	4.2	1918
Supervision and Management		78								

Employees, cont.

The different colors of mean scores on reports represent an objective assessment of how good/poor a score is by using a framework created by the National Center for State Courts (NCSC). As shown here, if you see a score using green text, that means that by the NCSC standard, your workplace is “Doing a good job” on that measure.

Greater than 4.0, Doing a good job **Between 3.5 to 4.0, Doing OK** **Less than 3.5, Needs Improvement**

One of the areas focused on for follow-up work after the employee surveys in both 2008 and 2012 is Supervision and Management. The index score and the mean scores for the five statements within this index are the same or higher in 2016 compared to 2012 and 2008.

The highest levels of agreement in this index category are: “My supervisor is available when I have questions or need help” (85% agree/strongly agree) and “I am treated with respect (81% agree/strongly agree).

Environmental Factors Leading to Dissatisfaction	Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree	Mean	(N)
4 My court/MJB is respected in the community.	4%	1%	4%	23%	49%	23%	72%	3.9	1926
10 My working conditions and environment enable me to do my job well.	11%	3%	9%	15%	47%	25%	73%	3.8	1923
19 I have the materials, equipment, and supplies necessary to do my job well.	6%	1%	5%	9%	53%	32%	85%	4.1	1921
27 I am able to keep up with my workload without feeling overwhelmed.	20%	5%	15%	17%	44%	18%	62%	3.5	1926
31 I feel safe at my workplace.	7%	1%	6%	11%	51%	31%	82%	4.0	1909

Work Conditions 77

5 The people I work with can be relied upon when I need help.	4%	1%	3%	8%	41%	47%	88%	4.3	1932
15 The people I work with take a personal interest in me.	5%	1%	4%	16%	50%	28%	78%	4.0	1925
20 My coworkers care about the quality of services and programs we provide.	4%	1%	4%	12%	50%	33%	84%	4.1	1926
28 My workplace is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).	9%	3%	7%	12%	47%	32%	78%	4.0	1928
30 My court/district/board/SCAO is committed to improving communications and working effectively with clients and/or court users from diverse backgrounds.	3%	1%	3%	18%	52%	27%	78%	4.0	1922

Interpersonal Relations 82

“I feel very lucky to work here and have the co-workers I have. We are a close knit bunch and everyone supports each other from day to day ... especially important with all the changes occurring in the district that sometimes feel overwhelming.”
6th District Employee

Employees, cont.

The statement with the highest level of disagreement of the survey is in the Work Conditions index: “I am able to keep up with my workload without feeling overwhelmed.” (20% disagree/strongly disagree)

Motivational Factors Leading to Satisfaction		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree	Mean	(N)
11	I feel valued by my supervisor based on my knowledge and contribution to my department/unit/division.	9%	2%	7%	12%	40%	39%	79%	4.1	1930
12	Important information is communicated to me in a timely manner.	15%	3%	12%	16%	46%	22%	69%	3.7	1927
13	The leadership provided by the Judicial Council meets the needs of my court/district/board/SCAO.	7%	2%	5%	39%	40%	13%	54%	3.6	1927
21	On my job, I know exactly what is expected of me.	4%	1%	4%	10%	53%	33%	85%	4.1	1926
23	My time and talents are used well.	8%	2%	7%	14%	51%	27%	78%	3.9	1923
25	I know what it means for me to be successful on the job.	3%	1%	3%	8%	56%	33%	89%	4.2	1922
Achievement		79								

2	I am kept informed about matters that affect me in my workplace.	14%	4%	11%	13%	47%	25%	72%	3.8	1933
7	I understand how my job contributes to the overall mission of the Minnesota Judicial Branch.	2%	1%	1%	5%	50%	42%	93%	4.3	1925
14	I enjoy coming to work.	6%	2%	5%	17%	50%	27%	76%	3.9	1929
22	I am proud that I work in my court/SCAO.	1%	0%	2%	8%	43%	46%	90%	4.3	1923
24	I get the training I need to do my job well.	12%	3%	9%	16%	48%	23%	72%	3.8	1917
29	I am able to collaborate effectively with those outside my immediate county or division to improve our work.	9%	2%	7%	28%	42%	21%	63%	3.7	1925
Work Itself		79								

1	My work unit looks for ways to improve processes and procedures.	5%	2%	4%	10%	50%	35%	84%	4.1	1933
3	As I gain experience, I am given responsibility for new and exciting challenges at work.	11%	4%	8%	19%	42%	28%	70%	3.8	1927
6	I have an opportunity to develop my own special abilities.	11%	2%	9%	19%	46%	25%	70%	3.8	1924
18	When appropriate, I am encouraged to use my own judgment in getting the job done.	4%	2%	3%	10%	48%	37%	85%	4.2	1926
Responsibility		80								

Employees, cont.

In response to the results of the employee survey, statewide focus groups, interviews and additional surveys were conducted during the first half of 2017 to better understand employee needs in the two focus areas (communication, work load). In July, JAD approved working on these strategies for the two focus areas:

- 1) Techniques for Communicating during Change
- 2) Increasing Knowledge About and Pacing of Major Initiatives

Committees are continuing to develop strategies to address the two focus areas at the statewide level. The following list illustrates work that is planned or underway at the statewide level.

The workplace environment is a constant stressful situation partially caused by constant change and partially by not enough staff to operate efficiently. I truly enjoy my work but believe strongly there should not be the constant stress at this level.

District 7/8 Employee

- **Techniques for Communicating during Change**
Objective: Provide the resources and training to effectively support change throughout the organization
 - Create a “Change Toolkit” to enable individuals who are involved in change initiatives to utilize effective change management tools and practices – during fiscal year 2018
 - Provide “Tools and Practices for Managing Change” training for supervisors, managers and project leads. Include tools in the Supervisory Gateway – during fiscal years 2018-2019
 - Utilize supervisory quarterly check-ins to help individuals manage through the change process – fiscal years 2018-2019
 - Promote knowledge acquisition and dissemination standards by role and position level – fiscal year 2019
- **Increasing Knowledge About and Pacing of Major Initiatives**
 - Create and promote a statewide Minnesota Judicial Branch (MJB) “Road Map” that provides a visual way to illustrate the MJB future state and path – during fiscal year 2018
 - CourtNet-SharePoint integration and redesign to increase information accessibility – fiscal years 2018-2019

Figure 6.5: Results of Quality Court Workplace Survey, Justices/Judges, for 2016

Environmental Factors Leading to Dissatisfaction		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree	Mean	(N)
6	I am treated with respect.	1%	1%	1%	6%	47%	45%	92%	4.4	198
11	My district/court has regular bench meetings that are useful and meaningful.	8%	1%	8%	9%	49%	33%	82%	4.1	199
Supervision and Management		85								
3	My court is respected in the community.	1%	0%	1%	7%	58%	34%	92%	4.2	199
7	My working conditions and environment enable me to do my job well.	12%	1%	11%	10%	40%	37%	78%	4.0	196
12	I have the materials, equipment and supplies necessary to do my job well.	6%	2%	5%	6%	58%	30%	88%	4.1	198
24	I feel safe at my workplace.	15%	3%	13%	14%	42%	29%	71%	3.8	199
25	I am able to keep up with my workload without feeling overwhelmed.	20%	4%	17%	13%	48%	20%	67%	3.6	199
Work Conditions		79								
4	My judicial colleagues can be relied upon when I need help.	2%	0%	2%	4%	33%	61%	94%	4.5	198
10	The people I work with take a personal interest in me.	2%	0%	3%	9%	47%	41%	89%	4.3	198
13	My colleagues care about the quality of services and programs we provide.	1%	0%	1%	4%	45%	51%	95%	4.5	199
19	My court is engaged in creating an environment where all persons are valued and treated with respect regardless of differences in individual characteristics (i.e. age, gender, religion, race/ethnicity, sexual orientation, disability, etc.).	3%	1%	3%	8%	37%	52%	89%	4.4	199
21	My court is committed to improving communications and working effectively with clients and/or court users from diverse backgrounds.	2%	0%	3%	8%	49%	40%	89%	4.3	199
Interpersonal Relations		88								

“The volume and complexity of the cases (including so many self-represented parties) makes it very difficult to do this job well.”
District 4 Judge

Similar to employees, the statement with the highest level of disagreement for judges is, “I am able to keep up with my workload without feeling overwhelmed” (20% disagree/strongly disagree). The statement with the next highest level of disagreement is, “I feel safe at my workplace” (15% disagree/strongly disagree).

Judges, Cont.

Motivational Factors Leading to Satisfaction		Disagree or Strongly Disagree	Strongly Disagree	Disagree	Neither	Agree	Strongly Agree	Agree or Strongly Agree	Mean	(N)
8	Important information is communicated to me in a timely manner.	7%	1%	7%	9%	53%	31%	83%	4.1	198
14	I know exactly what is expected of me as a judge/justice.	3%	0%	3%	4%	51%	43%	93%	4.3	199
16	My time and talents are used well.	5%	2%	4%	9%	54%	31%	85%	4.1	197
18	I know what it means for me to be successful on the job as a judge/justice.	2%	1%	2%	6%	47%	44%	92%	4.3	198
23	The leadership provided by the Judicial Council meets the needs of my court.	13%	2%	12%	33%	38%	16%	54%	3.5	199
Achievement		81								
2	I am kept informed about matters that affect my work.	6%	0%	7%	8%	55%	30%	85%	4.1	198
5	I understand how my position contributes to the overall mission of the Minnesota Judicial Branch.	1%	0%	1%	4%	34%	62%	95%	4.6	199
9	I enjoy coming to work.	2%	1%	2%	6%	39%	53%	92%	4.4	198
15	I am proud that I work in my court.	0%	0%	0%	4%	27%	69%	96%	4.6	198
17	I get the educational resources I need to do my job well.	5%	1%	5%	6%	50%	40%	89%	4.2	199
20	I am able to collaborate effectively with those outside my court to improve our work.	5%	2%	4%	18%	49%	27%	77%	4.0	198
Work Itself		86								
1	My court looks for ways to improve processes and procedures.	2%	1%	2%	6%	43%	50%	92%	4.4	199
22	I have an appropriate level of autonomy in my court.	6%	2%	5%	8%	52%	34%	86%	4.1	199
Responsibility		85								

Two of the statements with the highest levels of agreement among judges are in the Work Itself index: “I am proud that I work in my court” (96% agree/strongly agree) and “I understand how my position contributes to the overall mission of the Minnesota Judicial Branch” (95% agree/strongly agree).

“I am proud to serve the Minnesota Judicial Branch and I am proud of all that we accomplish on a daily basis.”
 District One Judge

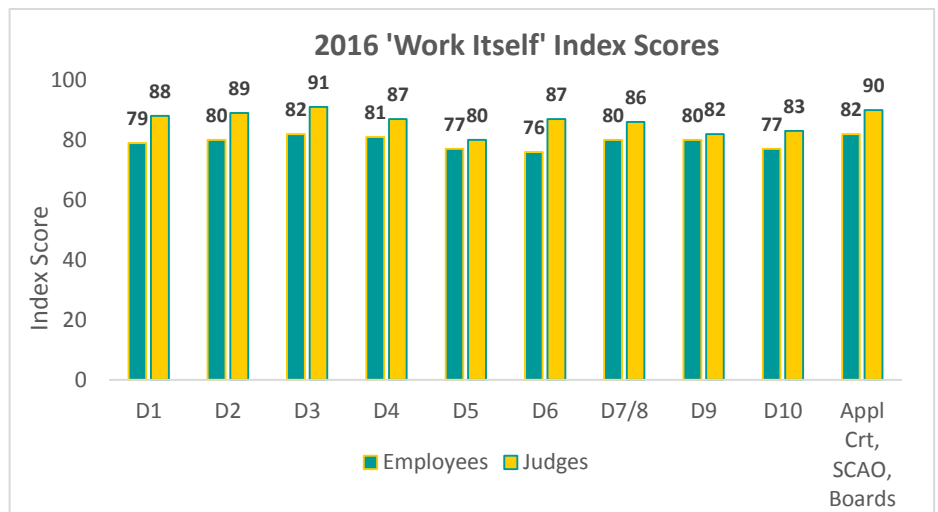
“I am proud to be a part of the Minnesota court system. I think we are one of the best in the country.”
 District Three Judge

Judges, Cont.

As of August, 2017, Chief Judges and Justices reviewed results of their Quality Court Workplace survey with their bench and solicited feedback to assess their strengths and areas for local and statewide follow-up. Due to the variation in local results, Districts are customizing their local responses to their bench. The Judicial Council Human Resources/Education and Organizational Development (HR/EOD) committee will be making recommendations to the Judicial Council for statewide follow-up to the Judges and Justice survey.

Figure 6.6 2016 Quality Court Workplace, Work Itself Index Scores by Location – Employees and Justices/Judges

There are six statements contained in the Work Itself index for both employees and judges/justices. (See the Data Details section at the end of this report for the definition of Index Scores.) The Work Itself sections are highlighted in red on previous pages. All mean scores, except two, are the same or higher for judges/justices than for employees. This translates to higher index scores for



judges/justices. The index of Work Itself has the greatest differences between employee responses and judge/justice responses among the six index scores. Figure 6.6 shows that judges/justices have higher scores than employees in all districts/courts. Combined, all employees have a score of 79 for the Work Itself index while all judges/justices have a score of 86.

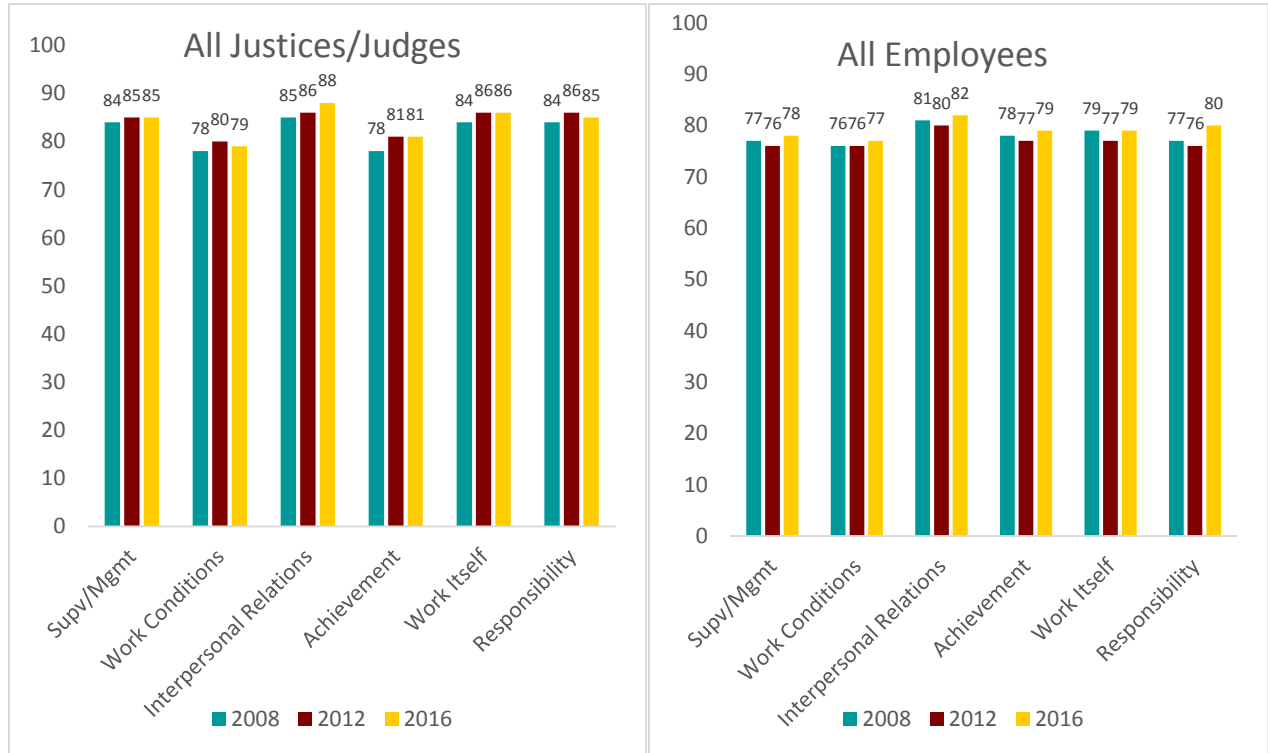
Comparisons of Employee and Judge/Justice Results.

In 2016, Index scores are higher for judges/justices than for employees across all index categories.

- The largest difference is seven (7) points in Work Itself for which judges/justices have an index score of 86 and employees have a score of 79. (Index scores in these comparisons are calculated using only the 24 statements the two surveys have in common.)
- The range of index category scores for judges/justices, in 2016, is from 79 to 88 compared to a range of 77 to 82 for employees on index category scores. These ranges are more similar to each other than in 2012. The narrowing is due to an increase in all index scores for employees and mostly consistent scores for judges from 2012 to 2016.

Figure 6.7 shows all six index scores for the three times the Quality Court Workplace survey was conducted. The results are shown for judges/justices and for all employees. All of the employee index scores are higher in 2016 than in the previous two surveys.

Figure 6.7 All QCW Index Scores for Quality Court Workplace Survey 2008, 2012, 2016, Comparing Judges/Justices and Employees



“The Judicial Council has developed an odd, top-down approach to changes in the judicial branch. It does not seem the Council is interested in views that are different from those that start at the top.”

Sixth District Judge

When comparing the mean scores of judges/justices and employees, all, except two, are the same or higher for judges/justices than for employees. The mean scores for the statement, “I feel safe at my workplace,” are 3.8 for judges and 4.0 for employees. The mean scores for “The leadership provided by the Judicial Council meets the needs of my court, district, board, or SCAO,” are also higher for employees (3.6) than for judges/justices (3.5).

DATA DETAILS (APPENDIX)

DEFINITION OF TERMS

Dates

State Fiscal Year – Nearly all figures that are reported by year are reported using state fiscal year. For example, state fiscal year 2017 includes data from July 1, 2016 to June 30, 2017. This number is also referred to as FY2017, FY17.

Timeliness Measures

Clearance Rate – Number of dispositions for a specified period of time divided by the number of filings (multiplied times 100). A Clearance Rate of 100% indicates a court is ‘keeping up’ with cases filed. A Clearance Rate under 100% indicates a possible growing backlog.

Time to Disposition – Assesses the length of time it takes to process cases compared to the Judicial Council objectives for timely case processing. The measure is reported as a percentage of cases meeting the timing objectives for when 90% of cases should be disposed, at the 97th percentile and at the 99th percentile. Any more than 1% of cases disposed beyond the 99th percentile are considered to have not met timing objectives.

Age of Pending – Shows the percent of currently pending cases that are within the timing objectives for timely case processing. Data as of the end of each quarter is archived for trend reporting. Cases pending beyond the 99th percentile objective can be considered as one measure of court backlog.

Length of Time to Permanency – Assesses whether or not timely permanency decisions are being made for children. Reports the number of children for whom permanency was achieved on a CHIPS or Permanency case, by type of permanency, and the length of time the child was out of home prior to the permanency order/disposition date for time periods of up to 6 months, up to 12 months, 15 months, 18 months, 24 months and over 24 months. The goal is to achieve permanency by 18 months for 99% of all children.

Time to Adoption for Children under State Guardianship – Assesses whether or not adoptions occur within two years (24 months) of entering foster care for 60% of children reaching adoption. Reports the number of children for whom adoption was achieved, the length of time the child was out of home prior to being under state guardianship and the length of time from state guardianship to adoption. The combination of the two time periods equals Time to Adoption.

Court of Appeals Dispositions within Time Standards – Reports the number and percent of cases, by case area, that met the objectives of disposing of 75% of cases within 290 days of filing and disposing of 90% of cases within 365 days of filing.

Supreme Court Timing Standards – Reports identify the court’s performance based on three factors: (1) the case type or jurisdiction (original/mandatory; discretionary; expedited); (2) the case-processing event (PFR to disposition; submission to circulation; submission to disposition); and (3) the timing objective to complete the event.

Quality Court Workplace Environment

Turnover Rate - Also called Separation Rate. Number of Full Time Equivalents (FTEs) who leave the branch during the fiscal year divided by the average number of FTEs employed in a location during that fiscal year (multiplied times 100). Rate excludes Judges, Law Clerks, Bar Exam Monitors and Limited/Temporary Appointments.

Index Scores – Index scores are an overall score for a grouping of survey statements; also referred to as index categories or sections. Scores can be calculated at the county, division, district or statewide levels. If there are 5 statements in a section with responses on a 1-5 point scale, the index is calculated by summing the means (averages) for each question in the section which brings the total maximum score to 25. (5 questions x 5 points maximum each) This score is then multiplied by 4 to place it on a 100-point scale. For a grouping of 4 statements, the total maximum score is 20, so the multiplier is 5.

ANALYSIS NOTES

The data in this document come from several sources. The results of timing measures for district courts come from MNJAD (Minnesota Judicial Analytical Database, or data warehouse) reports and the data represents both what exists at a point-in-time and trends over the past months and years.

Data changes each week as new and updated information is loaded into the data warehouse from MNCIS (Minnesota Court Information System). All years noted in the timing area represent fiscal years, unless otherwise noted.

The Trial Court Reports (MNJAD reports) for Clearance Rates, Time to Disposition, Age of Pending Cases, Length of Time to Permanency and Time to Adoption for Children under State Guardianship are available to judges and staff on CourtNet (the intranet of the Minnesota Judicial Branch). The Clearance Rates, Time to Disposition and Age of Pending Cases reports are available in the original tabular format as well as in color-coded “stoplight report” format. Readers of this report are encouraged to look at the data in this report as well as seek additional information using MNJAD and stoplight reports.

Court of Appeals and Supreme Court timing information is reported from MACS (Minnesota Appellate Court System case management system) and reflects fiscal year figures.

Separation rates are reported from the Human Resources and Development Division of the State Court Administrator’s Office (SCAO) and reflect FY2017 and include trends back to FY2013. Juror information comes from the jury management system and includes jurors from FY2017 compared to results of the 2010 American Community Survey (replaces the previous long-form census).

Results of the Quality Court Workplace survey are also available to judges and staff on CourtNet. Several reports are available to see results by county, district or statewide; by employees or judges/justices; comparisons of employees and judges; and comparisons of results for 2016, 2012 and 2008.